DOCUMENT RESUME

ED 341 299 HE 025 182

AUTHOR Lindquist, Victor R.
TITLE Trends in the Employment of College and University Graduates in Business and Industry. The Northwestern Lindquist-Endicott Report, 1991. Forty-Fifth Annual Report: A National Survey of 320 Well-Known Business and Industrial Organizations.
INSTITUTION Northwestern Univ., Evanston, Ill.
PUB DATE 91
NOTE 22p.
AVAILABLE FROM Northwestern University, Placement Center, 601 University Place, Evanston, IL 60201.
PUB TYPE Statistical Data (110) -- Reports - Research/Technical (143)

EDRS PRICE MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS Bachelors Degrees; Career Choice; *College Graduates; Comparative Analysis; Employment Interviews; *Employment Projections; Higher Education; *Job Placement; Labor Supply; Masters Degrees; National Surveys; *Personnel Needs; *Personnel Selection; Recruitment; *Salaries; Trend Analysis

ABSTRACT

This report presents survey data, collected from 320 companies, concerning personnel practices and policy related to the employment of college and university graduates. Economic questions specific to the respondents and topical questions of general interest are also presented. The number of companies hiring graduates in 10 bachelors' level and 6 masters-level fields are presented. Among the findings are: (1) that 40 percent of the corporations will increase their hiring at the bachelors level, and 42 percent will be reducing hiring goals; (2) that engineering demand is up 1 percent, while other majors are down 25 percent; and (3) that while 38 percent of the corporations will visit fewer campuses, 24 percent will be on more campuses talking to larger numbers of graduates. In addition, it is reported that salaries for the new graduate are being raised overall by 4 percent. Specifically, engineering salaries for bachelors and masters degrees are up by 4.4 percent, and the computer science master degree major is improving by 5.4 percent. It is noted that employers value the ability to use the personal computer for analysis and other functions, that this demand is growing faster than expected, and that this skill be will utilized throughout one's professional career. Finally, it is reported that the monies and time now spent to screen or qualify an applicant continues to grow. (GLR)

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Forty-Fifth Annual Survey of well-known business and industrial firms

Employment Trends for college graduates in business

The Northwestern Lindquist-Endicott Report 1991

Victor R. Lindquist
Director of Placement
Associate Dean

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TRENDS IN THE EMPLOYMENT

OF

COLLEGE AND UNIVERSITY GRADUATES

IN

BUSINESS AND INDUSTRY

THE NORTHWESTERN LINDQUIST-ENDICOTT REPORT – 1991

FORTY-FIFTH ANNUAL REPORT: A NATIONAL SURVEY OF 320 WELL-KNOWN BUSINESS AND INDUSTRIAL ORGANIZATIONS

by

VICTOR R. LINDQUIST
Associate Dean
Director of Placement

Published by
The Placement Center of Northwestern University

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Evanston, Illinois

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Dedicated to the Memory
of
Frank S. Endicott, PhD
Professor of Education, 1935-1972
Director of Placement, 1942-1972
Northwestern University

1904-1990

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INTRODUCTORY STATEMENT

This is the 45th annual national survey on personnel practices and policy related to the employment of college and university graduates across the spectrum of business and industry. A total of 320 companies responded with usable surveys. A large percentage are well-known large or medium-sized national corporations along with a smaller group of companies representing regional areas or specialized industry groups. Almost all of these companies have recruited for many years through on-campus recruiting or co-op programs. Some organizations will not be recruiting during the current academic year because of business conditions. Reports came from 32 states representing all regions of the nation. Surveys were returned from November 9 to December 4, 1990.

The purpose of this report is to provide information that will be of value and interest to employers as well as college administrators, researchers, counselors, and students. An important continuing feature of the Lindquist-Endicott survey is an estimate by the responding companies of the number of graduates to be employed during the coming year and the starting salaries to be offered. Economic questions specific to the respondents and topical questions of general interest are also surveyed that will apprise the human resource professional and the college community of current trends and practices.

The business outlook for the coming year is not optimistic for the firms participating in this survey. Twenty-nine percent (29%) stated that business in 1990 was worse than in 1989, and more than 61 percent expect their business to stay the same in 1991 or decline. It is an unusual year. Some companies are, as an industrial group, declining; in other groups, there may be a general decline, but some companies within the category are running counter to the trend and projecting improved profits in 1991. Overall, 39 percent expect business to improve in 1991.

Though no one in the Administration wants to declare that we are in or have entered a recessionary period, it is evident that corporate management is not expansionist-minded. The Federal Reserve has taken some measures that will ease credit and lower interest rates as a means of stimulation. The unresolved crisis in the Middle East adds an element of disequilibrium and uncertainty. How much will the new tax package do to reduce the federal deficit? What will be the war's impact on the budget and the economy? Inflation appears to be the principal concern of the federal fiscal managers, while critics are wondering about increasing unemployment, declining corporate profits, and dwindling consumer confidence. The forces driving the LBO artists and merger mania are moving forward with less horsepower and under a more watchful eye from both Washington and Wall Street. This may be a healthy harbinger of better days if the investment dollar is directed to new plants and equipment and expansion within our own borders.

The international marketplace can provide a great opportunity for American products and services. Competition will be keen in Eastern Europe and Russia as these areas and others undertake the painful transition to a market-based economy. To compete we will need trained and educated personnel. Our capacity to deliver the required personnel from our present educational system – whether it is preparing qualified talent in our high schools, junior colleges, or universities – is subject to question. A national educational program may be required to fill the skill gaps if we are to regain the ground lost and/or maintain our competitive advantage, especially in the sciences and engineering.

SOURCES OF DATA

The generous contribution of hundreds of corporate personnel executives who supply us their data and comments, often at considerable expense, is greatly appreciated, and care has been taken to assure confidentiality and anonymity. The responding companies represent a cross section of American business, with many of the firms diversified and in traditionally unrelated industries. They can be classified into the following general groups:

Aerospace	6	Merchandising and Services	16
Automotive and Mechanical	10	Metals and Metal Products	15
Banking, Finance, and Insurance	63	Petroleum and Natural Gas	8
Building, Materials, and Construction	4	Public Accounting	7
Chemicals, Drugs, and Rubber	31	Public Utilities	22
Computers and Business Equipment	15	Research and Consulting	18
Electrical and Electronics	28	Transportation	7
Food and Beverage Processing	16	Diversified Conglomerate	9
Glass, Paper, and Packaging	9	Miscellaneous	36

CORPORATE ECONOMIC AND RECRUITING OUTLOOK

A general assessment of the current year's business and recruiting activity with an economic outlook and recruiting overview for the next year, 1991.

CORPORATE PERFORMANCE IN 1990 AND THE OUTLOOK FOR 1991

. . . What has been the state of your business in 1990 compared to 1989? What is your best estimate of your company's performance in 1991?

PERFORMANCE IN 1990 COMPARED TO 1989

OUTLOOK FOR 1991 COMPARED TO 1990	Total	Better than 1989 38.9%	Same as 1989 32.0%	Worse than 1989 29.1%
	Better than 1990 38.9%	24.4%	7.0%	7.6%
	Same as 1990 49.1%	12.7%	21.2%	15.2%
	Worse than 1990 12.0%	1.9%	3.8%	6.3%

CORPORATE RECRUITING IN 1990-91

Did you adjust your hiring goals during the year?

Yes.....61% No.....39%

If yes, how were these goals adjusted?

Increased.....33% Decreased.....67%

CORPORATE RECRUITING PLANS FOR 1991 AS COMPARED TO 1990

INTERVIEW SCHEDULES

CAMPUSES SCHEDULED	Total	Decrease 45.0%	Same 21.5%	Increase 33.5%
	Decrease 44.2%	38.2%	2.0%	4.0%
	Same 26.7%	4.4%	17.1%	5.2%
	Increase 29.1%	2.4%	2.4%	24.3%

CORPORATE RECRUITING FOR COLLEGE GRADUATES - CLASS OF 1991

	Bachelor's Degree	Master's Degree
Corporations with needs UP	40%	40%
Corporations with needs SAME as 1990	18%	23%
Corporations with needs DOWN	42%	37%

THE EMPLOYMENT OF INEXPERIENCED COLLEGE GRADUATES DURING THE PAST YEAR AND FOR NEXT AS REPORTED BY 320 COMPANIES

	Past Year - 1990		Next Year - 1991	
BACHELOR'S LEVEL	No. Companies	No. Grads	No. Companies	No. Grads
Engineering	142	9,896	138	10,017
Accounting	119	7,589	117	7,221
Sales-Marketing	91	1,512	85	1,714
Business Administration	96	2,600	90	2,398
Liberal Arts*	78	1,958	69	1,915
Computer*	106	3,003	110	3,212
Chemistry*	41	390	37	470
Mathematics or Statistics*	46	489	36	386
Economics* or Finance	85	1,447	71	1,277
Other Fields/Undesignated*	76	1,853	54	1,743
TOTALS - Bachelor's Level		30,737		30,353
MASTER'S LEVEL				
Engineering	69	1,374	59	1,717
Other Technical Fields	44	551	35	656
MBA with Technical BS	65	860	55	772
MBA with Nontechnical BA	112	1,497	91	1,501
Accounting	34	756	26	700
Other Fields/Undesignated	39	352	27	339
TOTALS - Master's Level		5,390		5,685

SUMMARY OF CHANGES IN DEMAND FOR 1991

Engineering:	Bachelor's - Up for 1991 .....1%	Master's - Up for 1991 ..... 25%
Nonengineering:	Bachelor's - Down for 1991.....2%	Master's - Down for 1991 ..... 1%
Total:	Bachelor's - Down for 1991.....1%	Master's - Up for 1991 ..... 5%

* In considering the overall demand for graduates in the liberal arts, the asterisked (*) disciplines must also be recognized since these courses are usually offered in colleges of arts and sciences.

College Graduates to Be Hired at Various Salary Levels

Bachelor's Degree Class - 1991

Field	<1399	1400-1499	1500-1599	1600-1699	1700-1799	1800-1899	1900-1999	2000-2099	2100-2199	2200-2299	2300-2399	2400-2499	2500-2599
Engineering								99 (2)	32 (2)		4 (2)	352 (3)	207 (17)
Accounting	5 (1)			5 (1)	12 (2)	7 (2)	45 (3)	61 (7)	88 (11)	248 (23)	5186 (24)	317 (19)	1042 (13)
Sales-Marketing	3 (1)		21 (4)	3 (2)	140 (2)	108 (5)	54 (4)	128 (12)	191 (9)	303 (13)	232 (11)	129 (10)	39 (4)
Business Administration	5 (1)			7 (2)	363 (8)	224 (7)	123 (5)	255 (12)	89 (6)	154 (10)	335 (14)	223 (6)	425 (10)
Liberal Arts		7 (1)	10 (1)	9 (2)	208 (6)	171 (8)	183 (8)	234 (8)	107 (8)	111 (7)	379 (6)	55 (2)	397 (8)
Computer					10 (1)	3 (1)		20 (1)	28 (3)	127 (8)	59 (6)	114 (13)	622 (30)
Chemistry					8 (1)	2 (1)		15 (1)		6 (2)	3 (1)	8 (2)	189 (12)
Mathematics or Statistics			5 (2)			10 (1)	20 (1)	9 (2)	2 (1)	30 (4)	27 (4)	15 (2)	150 (6)
Economics or Finance	10 (1)		5 (2)		10 (1)	77 (6)	19 (5)	53 (6)	109 (6)	101 (9)	394 (11)	204 (8)	80 (6)
Other Fields		4 (2)	4 (1)	5 (1)	175 (3)	210 (3)	24 (2)	25 (2)	58 (5)	180 (8)	45 (5)	39 (3)	97 (10)

Master's Degree Class - 1991

Field	<2699	2700-2799	2800-2899	2900-2999	3000-3099	3100-3199	3200-3299	3300-3399	3400-3499	3500-3599	3600-3699	3700-3799	3800-3899
Engineering	10 (2)	2 (1)	10 (1)	108 (3)	86 (7)	148 (7)	415 (11)	249 (11)	167 (5)	238 (5)	21 (3)		
Other Technical Fields	6 (3)		82 (2)	24 (2)	24 (2)	125 (11)	235 (5)	24 (5)		23 (2)	20 (2)		
MBA with Technical BS	2 (1)		2 (1)	201 (4)	1 (1)	30 (2)	16 (4)	37 (2)	29 (2)	28 (4)	61 (3)	50 (5)	48 (3)
MBA with Nontechnical BA	59 (12)	250 (1)	4 (2)	7 (3)	1 (1)	79 (2)	20 (6)	115 (4)	105 (4)	51 (5)	20 (2)	218 (7)	
Accounting	271 (3)	144 (7)	82 (1)	1 (1)		101 (7)	5 (1)		70 (1)	10 (1)			
Other Nontechnical Fields	27 (6)	54 (3)	2 (1)	4 (2)	20 (2)	88 (5)	21 (2)	17 (2)			5 (1)		

Average Increase for:

Bachelor's Engineering..... 4.4%
Bachelor's Nonengineering..... 4.1%
Master's Engineering..... 4.4%
Master's Business..... 1.9%
Other Master's..... 3.2%
Overall: Bachelor's and Master's..... 4.0%

Salary Increase %	Negative	.0
% in Classification	10.1%	11.3%

2600-2699	2700-2799	2800-2899	2900-2999	3000-3099	3100-3199	3200-3299	3300-3399	3400-3499	3500-3599	3600-3699	3700 +	Average 1990*	Average 1991*	% Change
1259 (16)	1495 (25)	1641 (29)	2330 (17)	1323 (13)	384 (6)	403 (4)	15 (1)					2740	2862	4.4%
108 (6)	40 (3)											2292	2365	3.2%
11 (2)	204 (3)	50 (1)				2 (1)						2090	2247	7.5%
39 (4)	6 (1)		30 (1)	5 (1)								2117	2184	3.1%
18 (1)		2 (1)		7 (1)								2107	2176	3.2%
544 (18)	571 (12)	220 (8)	133 (6)	200 (2)								2524	2660	5.4%
85 (5)	117 (6)	1 (1)	3 (1)	32 (3)								2490	2591	4.1%
25 (3)	52 (6)	5 (1)	33 (2)									2474	2493	.8%
105 (7)	10 (1)					4 (1)						2218	2305	3.9%
58 (2)	20 (1)	12 (2)		5 (1)							660 (2)	2693	2862	6.3%

3900-3999	4000-4099	4100-4199	4200-4299	4300-4399	4400-4499	4500-4599	4600-4699	4700-4799	4800-4899	4900-4999	5000 +	Average 1990*	Average 1991*	% Change
19 (1)												3150	3288	4.4%
												3071	3171	3.3%
	58 (2)	70 (4)	27 (1)	7 (2)	8 (3)	4 (2)	3 (1)		3 (1)		10 (4)	3432	3508	2.2%
43 (3)	91 (6)	123 (4)	56 (4)	63 (5)	2 (1)	39 (7)		28 (3)		10 (1)	104 (5)	3632	3692	1.6%
						2 (1)	4 (1)					2758	2823	2.3%
		27 (2)										3051	3054	.1%

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*Salary per month. Averages take into account the number of graduates to be hired at each level.
( ) Number of hiring companies in parentheses.

Distribution of Percentage Salary Increases

.01-.99	1.0-1.9	2.0-2.9	3.0-3.9	4.0-4.9	5.0-5.9	6.0-6.9	7.0-7.9	8.0-8.9	9.0 -9.9	10.0-10.9	Above 11.0
3.8%	5.9%	6.7%	14.3%	11.8%	13.0%	8.8%	5.0%	3.8%	1.3%	.8%	3.4%

THE EMPLOYMENT AND SALARIES OF ENGINEERING GRADUATES DURING THE PAST YEAR AND AS PROJECTED FOR 1991

Field	Number of Companies Reporting	Employment		Salaries			% Change
		Actual 1990	Projected 1991	Actual 1990	Range '91 Low-High	1991 Average	
BACHELOR'S LEVEL							
Aerospace	9	195	196	$2,526	$2426-2938	$2,621	3.75
Chemical	50	1033	1229	$2,933	$2426-3351	$3,081	5.06
Civil	28	159	219	$2,652	$2300-3095	$2,830	6.69
Electrical/C.S.	84	2730	3163	$2,719	$2416-3200	$2,833	4.20
Industrial	40	496	485	$2,634	$2100-3100	$2,707	2.77
Mechanical	83	2472	2600	$2,744	$2060-3278	$2,846	3.70
Metals/Materials	16	90	115	$2,745	$2577-3270	$2,845	3.67
Nuclear	5	31	36	$2,782	$2667-3006	$2,875	3.33
Petroleum	6	63	73	$3,139	$2972-3500	$3,271	4.19
Engineering Technology	14	228	246	$2,518	$2426-2876	$2,616	3.90
MASTER'S LEVEL							
Chemical	25	141	237	$3,218	$2835-3625	$3,343	3.89
Civil	7	33	28	$2,980	$2410-3970	$3,326	11.63
Electrical/C.S.	32	494	818	$3,157	$2675-3970	$3,267	3.51
Industrial	11	31	46	$3,060	$2760-3600	$3,161	3.29
Mechanical	26	266	274	$3,172	$2860-3550	$3,304	4.17
Metals/Materials	7	23	30	$3,196	$3116-3583	$3,276	2.50
Nuclear	4	16	73	$3,217	$3221-3400	$3,261	1.36
DOCTORAL LEVEL							
Chemical	19	171	183	$4,164	$3917-4800	$4,384	5.28
Electrical/C.S.	10	51	47	$4,403	$3700-4950	$4,457	1.24
Mechanical	12	23	28	$4,119	$3819-5085	$4,451	8.05
Metals/Materials	5	26	28	$4,188	$4160-4625	$4,289	2.39

Professional Salary Increases 1990 and 1991

. . . What was the average salary increase for your professional (exempt) payroll in 1990, and what do you estimate the increase will be in 1991?

SALARY INCREASE %	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%+
% of Firms 1990	.4	.4	6.3	10.9	40.4	24.2	7.4	3.2	.7	4.9
% of Firms 1991	.4	.4	5.9	14.7	39.3	23.9	4.4	1.8	1.5	4.4

Mean Increase: 1990.....5.4% 1991 .....5.2%

Professional Personnel Reduction

. . . Did your company reduce its professional (exempt) payroll during the current year, 1990?

Yes .....37% No.....63%

. . . Does your organization plan professional staff reduction in 1991?

Yes .....35% No.....65%

Percentage of Firms within an Industry Planning on Reducing Staff in 1991

Aerospace 57%
Automotive and Mechanical 36%
Banking, Finance, and Insurance..... 40%
Building, Materials, and Construction 67%
Chemicals, Drugs, and Rubber 33%
Computers and Business Equipment 19%
Electrical and Electronics 42%
Food and Beverage Processing..... 13%
Glass, Paper, and Packaging 37%
Merchandising and Services..... 33%
Metals and Metal Products 58%
Petroleum and Natural Gas 14%
Public Accounting 43%
Public Utilities..... 53%
Research and Consulting..... 6%
Diversified Conglomerate..... 44%
Miscellaneous..... 35%

Industries with a Published Code of Ethics

Aerospace 83%
Automotive and Mechanical 82%
Banking, Finance, and Insurance..... 72%
Building, Materials, and Construction 67%
Chemicals, Drugs, and Rubber 87%
Computers and Business Equipment 75%
Electrical and Electronics 65%
Food and Beverage Processing..... 75%
Glass, Paper, and Packaging..... 44%
Merchandising and Services..... 67%
Metals and Metal Products 46%
Petroleum and Natural Gas 100%
Public Accounting 71%
Public Utilities..... 69%
Research and Consulting..... 47%
Transportation 71%
Diversified Conglomerate..... 62%
Miscellaneous 53%

Candidate Shortfall

. . . If you did not meet your hiring goals, in what academic majors did you come up short?

- Chemical Engineering
- Electrical Engineering
- Metallurgical Engineering
- Mechanical Engineering
- Engineers (Unspecified)
- Actuarial Science
- Computer Science
- MBA – Finance
- MBA – Marketing
- Transportation

Manpower Planning

. . . Does your company have a master manpower plan?

Yes.....49% No.....51%

If yes, how many years out are you trying to manage your plan?

Average.....3.9 years

Is your college recruiting effectively tied to this plan?

Yes.....61% No.....39%

Computer Recruiting

. . . Are you now using a commercial personnel data base to assist in your recruiting?

Yes.....22% No.....78%

If yes, how would you evaluate it as a factor in your employment program?

Insignificant.....43% Significant.....43% Very Significant.....14%

Recruiting Bounties

. . . Are you rewarding, with cash or in some other material way, present employees when they recommend or make a referral of a job applicant and that individual is hired?

Yes.....41% No.....59%

Prescreening

. . . Are you using prescreening in your campus recruiting?

Yes.....81% No.....19%

Would you prefer all prescreened schedules?

Yes.....81% No.....19%

Is the 50/50 policy of open and closed schedules workable?

Yes.....84% No.....16%

Campus Interviewers

. . . Estimate what percent of your on-campus interviewing is conducted by:

– Personnel Professionals.....57% Senior Executives.....27%

– Staff and Mid-Management.....56% Third-Party Recruiters.....15%

. . . What percent of your campus recruiters have had formal interview training?

Average.....82%

RECRUITING

. . . To meet your hiring goals, a certain number of campus interviews, second interviews at the plant or office, and job offers are required. This past year's activity is presented along with data from previous surveys.

National Averages 1985-1990

Campus Interviews	Second Interviews	Job Offers	Acceptances
Averages - 1985 100	29%	16%	8%
Averages - 1986 100	29%	14%	10%
Averages - 1987 100	23%	10%	7%
Averages - 1988 100	27%	16%	9%
Averages - 1989 100	28%	14%	9%
Averages - 1990 100	27%	13%	8%

Industry Averages 1990

Industry	Second Interviews	Job Offers	Acceptances
1. Aerospace	25%	17%	12%
2. Automotive and Mechanical	29%	16%	11%
3. Banking, Financial, and Insurance	27%	11%	7%
4. Building Materials and Construction	25%	15%	9%
5. Chemicals, Drugs, and Rubber	30%	14%	8%
6. Computers and Business Equipment	31%	16%	10%
7. Electrical and Electronics	42%	25%	17%
8. Food and Beverage Processing	30%	9%	6%
9. Glass, Paper, and Packaging	21%	8%	7%
11. Merchandising and Services	37%	13%	9%
12. Metals and Metal Products	21%	10%	5%
14. Petroleum and Natural Gas	20%	12%	6%
15. Public Accounting	33%	21%	10%
16. Public Utilities	24%	9%	6%
17. Research and Consulting	28%	15%	10%
18. Transportation	24%	12%	7%
19. Diversified Conglomerate	14%	6%	3%
20. Miscellaneous	23%	9%	7%

A MATTER OF ETHICS

		Overall%	Sex% M/F	Age% <=40/>
1. Would you say you are satisfied or dissatisfied with the ethical standards of people today?	Satisfied	66	70/58	61/69
	Dissatisfied	34	30/42	39/31
2. Do you think in the last 20 years people have become:	More Ethical	10	13/7	5/18
	Less Ethical	50	47/58	57/46
	About the Same	40	40/35	39/36
3. Would you consider something not against the law to be ethical?	Yes	8	10/8	9/10
	No	46	47/45	46/46
	Don't Know	46	43/47	45/44
4. How would you assess the ethics of today's college graduates compared to those over age 30?	More Ethical	13	16/10	14/13
	Less Ethical	23	22/27	26/25
	About the Same	44	48/37	40/47
	Don't Know	20	14/26	20/15
5. Of the people you know, estimate what percent you think would be willing to "bend the rules" to achieve success as long as no one was hurt.		47	47/50	53/47
6. Do you trust people as much today as in the past?	Trust More	5	5/3	3/6
	Trust Less	49	48/56	57/45
	About the Same	46	47/41	40/49
7. The news media have made more of the ethical indiscretions of our corporate and political leadership than is warranted.	Strongly Agree	5	7/2	3/7
	Agree Somewhat	41	40/40	44/35
	Disagree Somewhat	41	41/43	44/39
	Strongly Disagree	13	12/15	9/19
8. To what degree, when there is a choice, do you think people are unethical in their business dealings?	Seldom	23	26/18	19/27
	Occasionally	66	64/69	69/62
	Often	9	7/12	9/9
	More Than Not	2	3/1	3/2
9. Do you think women when compared to men are:	More Ethical	37	29/47	41/33
	Less Ethical	2	3/2	2/3
	About the Same	61	68/51	57/64
10. In your company would it be more damaging for an associate to be caught in an illegal act or in an unethical act?	Illegal Act	41	46/34	35/48
	Unethical Act	6	5/4	7/3
	It Depends	53	49/62	58/49
11. Would you ever "enhance or enlarge" your experience or education credentials for a job opportunity?	Yes	9	8/10	7/9
	No	83	86/80	83/85
	Maybe	8	6/10	10/6
12. What percentage of the resumes you review do you think contain enhancements or are deliberately falsified?		31	26/37	35/31
13. Is it ethical to check someone's job references without his or her knowing it?	Yes	52	55/46	51/53
	No	48	45/54	49/47

A MATTER OF ETHICS

		Overall%	Sex% M/F	Age% <=40/>
14. Would you consider it unethical to withhold information from a candidate – without lying – that would probably cause your job offer to be rejected?	Yes	68	67/69	67/68
	No	14	14/14	13/15
	Maybe	18	19/17	20/17
15. Do you think your competitors in college recruiting and employment are practicing good ethics?	Yes	28	32/22	25/31
	No	3	2/4	4/2
	Most of Time	69	66/74	71/67
16. Do you ever feel under pressure by your superiors, or those for whom you work, to "bend the rules"?	Yes	5	4/6	5/5
	No	68	70/64	66/69
	Rarely	27	26/30	29/26
17. Ethics should be part of every professional school's curriculum.	Strongly Agree	68	70/63	61/73
	Agree Somewhat	29	26/33	34/25
	Disagree Somewhat	2	2/3	4/1
	Strongly Disagree	1	2/1	1/1
18. While ethical standards are well and good, they can impede a successful career.	Strongly Agree	2	1/5	1/4
	Agree Somewhat	21	23/18	18/24
	Disagree Somewhat	27	28/24	31/24
	Strongly Disagree	50	48/53	50/48
19. Young managers are driven to compromise their ethics by their desire for wealth and material things.	Strongly Agree	6	4/9	7/6
	Agree Somewhat	48	52/46	50/48
	Disagree Somewhat	27	24/26	28/21
	Strongly Disagree	19	20/19	15/25
20. If you want to be ethical, you must have an ethical boss.	Strongly Agree	10	12/8	8/14
	Agree Somewhat	23	25/22	27/20
	Disagree Somewhat	28	25/31	29/26
	Strongly Disagree	39	38/39	36/40
21. Companies should establish a code of ethics and hold all employees accountable for their actions.	Strongly Agree	74	77/69	70/78
	Agree Somewhat	21	21/23	25/18
	Disagree Somewhat	3	1/6	4/2
	Strongly Disagree	2	1/2	1/2
22. Does your company have a published code of ethics?	Yes	68		
	No	32		

RESPONDENT PROFILE

Average Age	39 years
Sex	Male 60%, Female 40%
Average Years in Human Resources	11 years
Average Years with Present Employer	10 years

EMPLOYMENT QUALIFIERS

. . . Are you using, in your interviewing, pre/postemployment process, or as a qualifier for permanent employment, any of the listed procedures? We would like to know what is being used today and if you expect to implement any of the listed procedures within the next twelve months.

QUALIFIER	Percent In Use Today	% Expect to Add Within 12 Months	Contracted to Outside Service
Personality and/or Psychological Tests	16	3	23
Skills, Competency, Achievement Testing	27	4	3
Polygraph (Lie Detector) Testing	1	1	0
Paper and Pencil Honesty Test	3	1	11
Preemployment Physical	45	1	17
Medical History without Exam	15	1	2
Postemployment Physical	9	2	7
Interviewing by Psychologist	9	1	34
Verification of Education	79	2	4
Handwriting Analysis	1	0	0
Drug Testing	62	5	31
AIDS Testing	1	1	33
Genetic Testing	0	0	0
Past Employment Verification	82	2	9
Credit Bureau Check	19	3	35
Conviction/Court or Police Record Checks	30	2	26
Personal References	63	0	4
Faculty References	44	1	3
Placement Office Reference	24	1	0
Security Clearance	19	1	10
Social Security Verification	28	2	7
Citizenship/Visa Status I.R.C.A.	76	1	2
Transcript Review	54	1	2
Writing Sample	13	1	0

Other Qualifiers Listed: Alcohol Testing, Motor Vehicle Record Check/Driving Record, Verification of Military Record (DD214).

* * *

The employer who fails to conduct a thorough screening of all applicants considered for employment is destined to make mistakes. To qualify a candidate today requires more time and more expense. However, the cost of screening, when weighed against the toll of having a poor employee on the payroll and the expenditures involved with termination, mandate qualifying everyone before the employment offer. Separating an undesirable from your payroll costs about six months of that person's salary. There is also a willingness of many applicants to falsify their credentials, and it's done without any real fear of penalty in most cases. Experts indicate that 90 percent of all hiring errors could probably be eliminated by proper reference checking.

INTERVIEW PREPARATION

. . . What do you expect candidates to know about your company at the first interview?*

Position:

- General knowledge – overview
- Career opportunities and career path
- Job description and responsibilities
- Training program
- Major and degree requirements
- Relocation requirements
- Geographic preferences

Company:

- General knowledge: company history and the type of business
- Products/services
- Location: headquarters and business units
- Financial information: sales, profits, and revenues
- What the company does
- Size and number of employees
- Who the company is:
  - Organization/structure/divisions
  - Culture/philosophy/management style
- Market niche/share of market
- Current conditions/events
- Organizational goals/future plans
- Parent company and relationship
- Clientele/customers
- Leading-edge projects/R & D
- Public or privately held
- Salaries/benefits
- Beyond the advertising or marketing image

Industry:

- Understand the industry
- Rank/industry status/competitors

Comments:

"Who we are, what we do, and the position we offer."
"Perception of what they will be doing on the job is critical."
"Company size, product lines, and where their experience will fit in."
"Enough to ask 2-3 intelligent questions about our business."
"Location, type of industry, major products, and business groups."
"What it is they like about our organization."
"Research company, current facts, and talk with friends who have accepted positions with us."
"There are a limited number of articles about us as a new company. I expect applicants to find and read every one."

* Within each category, responses are listed in order of frequency and verbatim.

Success in the interview often depends on the quality and quantity of research done on the position, company, and industry. Corporate interviewers indicated that they expect candidates to research the industry, the company, and the position using available resources such as annual reports, recruiting literature and videotapes, on-campus presentations, and the business press. Additional responses ranged from a general admonition to "know as much as possible," to the expectation that candidates will "possess little specific information," especially with private companies. As candidates prepare for interviews, they tend to focus on creating a resume, buying a suit, and preparing to answer the usual interview questions. Many believe that a cursory review of the literature provided by the company will adequately prepare them to meet the interviewer's expectations. However, a lack of thorough research is frequently interpreted as poor preparation and a lack of real interest. Because of this perception no candidate can afford **not** to include careful research as a significant part of the interview preparation, especially if it is a position he or she wants.

RECRUITERS' PERCEPTIONS OF GRADUATES' CAREER VALUES

. . . What do you think today's graduates want most from their careers?*

Nature of the Work: (23% of Responses)
- Challenge
- Stimulating/interesting work
- Authority/decision-making role
- Freedom/independence
- Variety
- Opportunity to learn/gain experience
- Opportunity to apply education
- Creativity
- Training programs
- Opportunity to use leading-edge technology
- Flexibility
- Individuality
- Mobility/ability to change jobs
- Career choice is associated with a specific skill

Opportunity: (19% of Responses)
- Opportunities for advancement
- Professional growth opportunities
- Responsibility
- Career path

Compensation: (17% of Responses)
- Competitive salary/benefits
- Money
- Financial rewards
- High compensation
- Appropriate rewards
- Tuition aid

Success: (13% of Responses)
- Recognition
- Achievement
- Prestige
- Instant gratification/no paying of dues
- Rapid career advancement
- Title
- Respect

Contentment: (11% of Responses)
- Opportunity to contribute/ sense of contribution
- Job satisfaction
- Personal fulfillment/meaningful work
- Accomplishment

A Quality Company: (11% of Responses)
- Job security
- Good relationships with mentors/supervisors/peers
- Reputable/stable company
- Good working conditions/positive environment
- Flexibility
- Fairness
- Stable career
- Open communication within company

Personal Priorities: (6% of Responses)
- Balance between work and personal life
- Quality life-style
- Location
- Expect management to accommodate their needs

*Within each category, responses are listed in order of frequency.

The written responses emphasized factors that enhance the quality and nature of the work. As recent publications have suggested, today's graduates care more about the quality of their day-to-day responsibilities than simply a high profile with a salary to match. While generalizations can be useful, greater focus on the personal values of individual candidates can result in more effective recruiting efforts and better retention.

INTERVIEW "TURNOFFS"

. . . What behavior, response, or activity by a job applicant to you as an interviewer is an immediate "turnoff"?

1. Arrogance/cockiness
2. Poor oral communication/presentation skills
3. Lack of interest
4. Lack of knowledge about the company and industry
5. Early discussion or questions about salary/benefits
6. Being unprepared for interviews and making excuses
7. Egotism/overconfidence
8. Tardiness/not showing up for interview
9. Poor eye contact
10. Abrasive/rude/demanding
11. Dishonesty/fabricated answers in interview or resume
12. Poor language usage/slang/poor grammar
13. No career direction/not knowing self
14. Shallow/inappropriate questions or answers
15. Lack of experience/education/activities/skills
16. Lack of professional appearance
17. "Know–it–all" attitude
18. Inappropriate attire
19. Unrealistic goals, career, and job expectations
20. Overly aggressive/hostile/manipulative behavior
21. Lack of enthusiasm
22. Poor grooming/hygiene
23. Does not communicate qualifications effectively/ no elaboration or examples
24. Deficient social skills/lack of interpersonal skills/poor conversational skills
25. Lack of professionalism and poise
26. Evasive/vague responses to specific questions
27. Not listening
28. Loud/talks too much/rambles
29. Unprofessional/poor attitude
30. Extremely shy individuals
31. Lack of questions
32. Racist/prejudiced/sexist remarks
33. No initiative/unassertive/passive
34. Lack of intelligence/poor academic record
35. Unwillingness to relocate
36. Uncommunicative/nonresponsive
37. Negativism
38. Lack of self-confidence/defeatist
39. Condescending/patronizing
40. More interested in what company can do for them
41. Adverse body language/poor posture and expressions
42. Lack of energy/falling asleep
43. Expect interviewer to tell them about the company
44. Lack of knowledge about the company
45. Inability to show their interest and why they are qualified
46. Distracted/not paying attention
47. Immature behavior/cutesy
48. Foul/abusive language
49. Evidence of weak teamwork or other leadership skills
50. Negative comments regarding supervisors, co-workers, or faculty
51. Overstating qualifications
52. Disclosure of immoral, illegal, or unethical behavior
53. Lazy/lax attitude
54. Personality problems/psychotic behavior
55. Extreme nervousness
56. Inappropriate, impolite behavior
57. Poor quality/mistakes on resume or applications
58. Gum chewing or smoking
59. Overfamiliarity with recruiter
60. Inflexibility
61. Lack of fit between candidate's qualifications/ career goals and job specifications
62. "Shopping the market"/practice interviewing
63. Inability to communicate or comprehend clearly in English
64. Treating personnel professional as "trial to be endured"
65. Insensitivity to the interview transaction
66. Poor writing skills
67. Appearing to be drunk or on drugs
68. Inconsistency
69. Canned responses
70. Lack of desire to learn

Content issues, such as a lack of knowledge about the company, comprise the largest "turnoff" (32%). Other themes include attitude (29%), behavior (18%), communication (16%), and appearance (5%). Many of the "turn-offs" are easily addressed through careful preparation for interviews and the job search. Other factors, especially the attitudes cited, are more subjective, and many candidates are likely to be unaware that they are losing the interviewer. Mock interviews, feedback, and assistance from placement professionals should help to bridge this perception gap.

Interviewees are also turned off by interviewers who are unenthusiastic, unprofessional, or lack good listening skills. Interviewers should realize that these same behaviors and attitudes may cause an interviewee to be "turned off" and be lost as a prospect.

SUMMARY

The economy is likely to be one of mixed fortune that is complicated by both international circumstance and domestic conditions. It has to be an awesome problem for management as it attempts to develop a corporate strategy for the coming year. Perhaps it involves proposing three plans – worst case, expected, and best possible. Analysts and the press are discussing recession, while fiscal policymakers are moving to improve liquidity and lower interest rates as stimulants. Can there be any reliability as to the effects of these actions during war? The tentativeness of the national and global state is certainly reflected in the manpower plans of our survey participants.

The career opportunities for the class of 1991 will not vary significantly in the aggregrate from 1990. Forty percent of the corporations will increase their hiring at the bachelor's level, while 42 percent will be reducing hiring goals. Engineer demand is up 1 percent; other majors are down by 2 percent, with a net drop of 1 percent. The noted exception to this static job market is a 25 percent increase in engineering MS's. Many companies are experiencing difficulty in finding chemical engineers and electrical engineers/computer scientists at this level.

Corporate campus visitations for interviewing will decline. Thirty-eight percent will visit fewer campuses and reduce the number of scheduled interviews. Twenty-four percent will be on more campuses talking to larger numbers of graduates. This is a strong indication that certain companies are not experiencing the prevailing economic decline and will be planning on expansion in 1991. MBA demand is comparable to a year ago.

Salaries for the new graduate – given what at this time is considered to be an acceptable supply – are being raised overall by 4.0 percent. Engineering salaries for the BS and MS are up by 4.4 percent, and the computer science (MIS) major is improving by 5.4 percent. Salaries for those already working in corporate America will have an average raise of 5.2 percent in 1991. New employees will find the offers they will be receiving to be reflective of the market and demand in their major; Bachelor's: Engineering – $34,344, Accounting – $28,380, Business Administration – $26,208, Liberal Arts – $26,112, Computer Studies (MIS) – $31,920, Chemistry – $31,092, Chemical Engineering – $36,972, Electrical Engineering – $33,996, and Petroleum Engineering – $39,252; Master's: Engineering – $39,456, MBA's – $43,200, and Chemical Engineers at $40,116. It should be noted that employers value the ability to use the personal computer for analysis and other functions. The demand for this competency continues to grow faster than anyone has projected. It is a skill that will be utilized throughout one's professional career.

The monies and time now spent to screen or qualify an applicant continues to grow. Drug testing is done by 79 percent of the reporting firms and physical examinations, pre- or postemployment, by 54 percent. Reference checking and verification of education continue to be integrated into the process. Again, these measures are designed both to identify the best talent and to keep potential failures off the payroll.

The message to high school students and their parents is that the diploma and college degree have never been worth more in terms of money and future opportunity. This is at present an educational challenge to which our political leadership is giving lip service. In a few years, unless there is radical change, it will escalate from a challenge to a crisis with a social cost that will defy estimate.

ACKNOWLEDGMENTS

Any publication of the magnitude of the Northwestern Lindquist-Endicott Report cannot be accomplished without the cooperation of a dedicated staff and others who also make a special but significant contribution. Acknowledgment must be given to our placement staff, Marti Boerema, Cynthia Chesnutt, Elizabeth Dorsett, Rhea Gold, Virginia Lacy, Timothy Kirkpatrick, Ruth Solin, and Kathleen Wenberg. Our other experts included Beth Bowers, Georg'Ann Daly, and Katy Daly. Harry Nelsen did a magnificent job in bringing all the data into a form that would allow for its interpretation and publication. I readily acknowledge the extra efforts of Margaret O'Neill and Charlotte Siegel.

February, 1991

With appreciation,

Victor R. Lindquist

Whatsoever things are true, whatsoever things are honest,
whatsoever things are just, whatsoever things are pure,
whatsoever things are lovely, whatsoever things are of
good report;
if there be any virtue, and if there be any praise,
think on these things.

Philippians 4:8

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